

# **Economic Development & Planning Department**

## **2006 Strategic Business Plan**

### **Franklin County Vision**

The vision of the Franklin County Commissioners' organization is to become the best managed county in the nation by achieving results for our customers and improving the quality of life for the people of Franklin County.

### **Department Mission**

The mission of the Economic Development and Planning Department is to provide economic development, affordable housing, zoning enforcement, land-use planning, residential building inspection, floodplain administration and information services to protect and enhance the quality of life for the inhabitants of Franklin County and Central Ohio in a stable, sustainable local economy.

### **Business Environment**

The public demand for excellence, successful program design and implementation requires adequate resources, vendor capacity and competent staffing.

Evolving local conditions (regionalism issues) and legislative changes (Tax Code reform, local government funds) will place demands on EDP for flexible and responsive management strategies and effective service delivery systems.

Changing funding resources (federal, state and county) greatly impact community and economic development priorities and service delivery.

New and emerging land-use planning initiatives are demanding the coordination of efforts, infrastructure and services regionally, which makes it imperative for EPD to assume a leadership role to coordinate land-use plans on a regional scale.

There are increased demands on EDP to maintain and expand its decision-making capabilities and utilize new technologies in order to access the most current and accurate data available, which leads to an improved level of service delivery and quality of life in Franklin County.

Greater pressure to develop in environmentally sensitive areas will raise quality of life issues for its residents.

The population, per the 2002 census, is increasing in the unincorporated areas by 5.199% (11,713 residents).

### **Department Strategic Results**

EDP will meet or exceed the performance measurement outcomes named in our 2005-2009 five year consolidated plan.

EDP's grant administration and draw down ratio exceeds the 1.5:1 required by the department of Housing and Urban Development.

EDP will create community and economic development strategies that will expand programs and resources available to Franklin County political sub-divisions, businesses and residents based on local dynamics.

EDP will take a leadership role in developing a Countywide Master Plan by completing individual comprehensive plans for the 17 townships in Franklin County.

EDP management will remain aware and be responsive to the changing development climate of Franklin County

EDP will provide education and information to constituents on the effects of development within those areas identified as environmentally sensitive. (i.e. NPDES II and ESDA meetings)

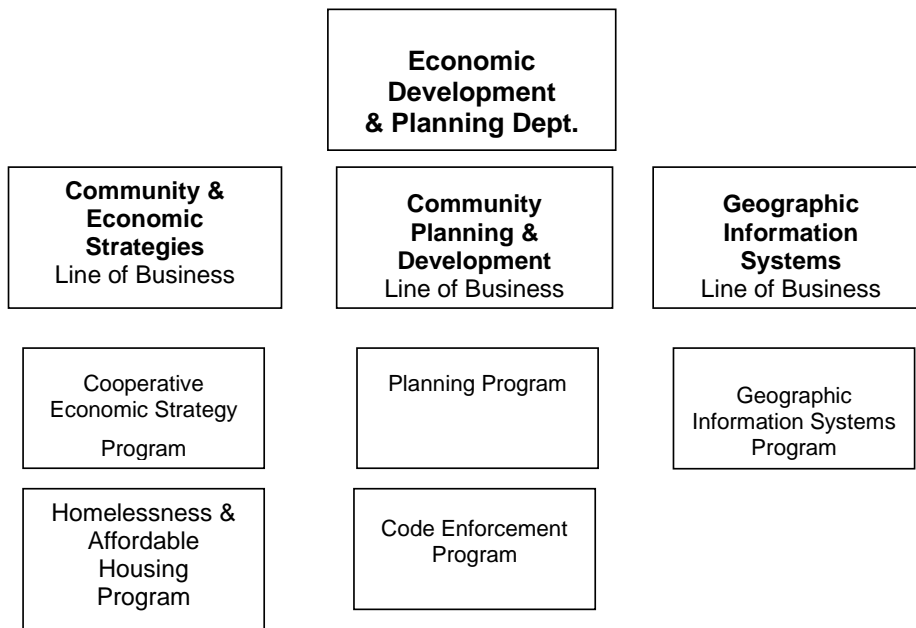
EDP will actively promote an initiative to establish a regional GIS utility with state and local agencies in the Central Ohio Region.

EDP will implement annual Individual Developmental Plans (IDPs) for each employee by January 2003 and updated annually.

EDP will develop cooperative agreements among sister agencies to provide a one-stop shop permitting process.

EDP will continue to improve a record-imaging program, implemented in 2003, to provide electronic access to important case file documents on PCs providing access to records.

### Managing for Results Organizational Structure



## Lines of Business

1. **COMMUNITY AND ECONOMIC STRATEGIES** – The purpose of the Community and Economic Strategies line of business is to provide incentives, infrastructure grants and growth strategies to Franklin County businesses and communities so they can strengthen local tax bases, increases businesses and job opportunities and enhance public assets. It is also to provide affordable housing, homeless and supportive services programs and resources to low-to-moderate income (LMI) Franklin County residents so they can occupy safe, decent and sanitary affordable housing.

**Key Results:**

More than \$ 500,000,000 annually will be invested in the Franklin County economy as a result of providing a variety of incentive programs and strategies.

200% of Franklin County's investment in cooperative economic strategies will be matched by other non-county resources.

100% of assisted households acquire or improve their home within program standards and costs

2. **PLANNING AND ENFORCEMENT**– The purpose of the Planning and Development line of business is to provide education pertaining to land use planning and compliance services to Franklin County residents so they can understand, participate in, and develop site-specific and comprehensive land use plans, and to provide analysis and recommendation services to Franklin County land use boards and commissions so they can make informed planning, zoning, subdivision, and annexation decisions.

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**Key Results:**

100% of plans/recommendations reviewed, updated, developed and/or presented to the Planning Commission are adopted

100% of land use applicants report they had the information needed to make a complete application for rezoning and subdivision plats.

100% of GIS maps and analyses completed lead to informed land use and policy decisions.

100% of inspections result in compliance with zoning and building codes

100% of recommendations presented to Boards and Commissions provided the necessary information to make informed policy and planning recommendations/decisions

3. **GEOGRAPHIC INFORMATION SYSTEMS** - The purpose of the Geographic Information System (GIS) Special Projects Program is to provide GIS consultation and data analysis services to internal staff, local townships, and other public entities so they can make informed policy and planning recommendations and decisions

**Key Result:**

100% of GIS Maps and Analysis completed that provide the necessary information to make informed policy and planning recommendations/decisions.

**Program Descriptions and Performance Measures**

<b>Line of Business</b>	<b>Community and Economic Development</b>
<b>Program</b>	<b>Cooperative Economic Strategy Program</b>
Program Purpose Statement	The purpose of the Cooperative Economic Strategy Program is to provide inducements on behalf of Franklin County and local jurisdictions in the form of tax incentives, economic development grants, technical assistance and other targeted inducements to leverage public sector incentives/private investment to provide resources to strengthen these communities' local tax base.
Services that Comprise the Program	Enterprise zone (EZ) agreements, Other inducements, Regional strategy assistance, Non-residential community reinvestment area (CRA) tax incentive agreements, Infrastructure grants, revolving loan fund projects
Program Performance Measures	<p><b>Primary Demand:</b> \$\$\$ project funding requested from Franklin County government.</p> <p><b>Primary Output:</b> \$\$\$ project funding provided by Franklin County government.</p> <p><b>Primary Result:</b> % of Franklin County's investment that will be matched by other non-county resources.</p> <p><b>Efficiencies:</b> Output Efficiency – cost per dollar funded by Franklin County  Result Efficiency – cost per cumulative dollar realized by Franklin County. (admin costs)</p> <p><b>Secondary Demand:</b> \$\$\$ total economic impact promised by businesses as a result of proposed incentives # technical consultations requested</p> <p><b>Secondary Output:</b> \$\$\$ Total Economic Impact contracted (obligated) with businesses for incentives received. # technical consultations completed</p> <p><b>Secondary Result:</b> \$\$\$ Total Economic Impact actually provided by businesses upon receipt of incentives.</p>
Responsible Employee(s)	Senior Program Coordinator for Economic Development
Budget	

<b>Line of Business</b>	<b>Community and Economic Development</b>
<b><u>Program</u></b>	<b>Homelessness &amp; Affordable Housing Program</b>
Program Purpose Statement	The purpose of the Homelessness & Affordable Housing Program is to ensure that all residents in Franklin County can live or shelter in decent, safe and sanitary conditions.
Services that Comprise the Program	Home Ownership through down payment assistance/home repair. Development and/or Substantial Rehabilitation or single and multi family housing. Rental assistance and housing support Emergency Shelter support Transition to Permanent Housing Assistance Homeless Prevention Assistance
Program Performance Measures	<p><b>Primary Demand:</b> # households requesting assistance from Franklin County.</p> <p><b>Primary Output:</b> # households receive assistance from Franklin County.</p> <p><b>Primary Result:</b> # of households who receive assistance within program standards and costs</p> <p><b>Efficiencies:</b> \$\$\$ per household receiving assistance</p> <p>\$\$\$ per of households that receive assistance within program standards and costs</p>
Responsible Employee(s)	Senior Program Coordinator for Community Development
Budget	

Line of Business	Planning & Enforcement
Program	Planning Program
Program Purpose Statement	The purpose of the Planning Program is to provide consultation and facilitation services to townships, the private sector, community interest groups, and county boards and to provide recommendations, analysis, and meeting facilitation services to various Boards and Commissions so they can make legal and informed policy and planning recommendations and decisions. It also provides application, permit, and consultation services to land owners and developers so they can make informed decisions.
Services that Comprise the Program	Inter-jurisdictional planning meetings, flood plain/environmental plans, long-range planning sessions, comprehensive plans, comprehensive plan promotional sessions, resolution recommendations, regulation opinions, Website applications, consultation sessions and technical review meetings, Meeting facilitations, legal notices, packets, subdivision analysis & recommendations, rezoning analysis & recommendations, Legislation analysis, regulatory implementation sessions, research request responses, public presentations, floodplain educational presentations, planning brochures.
Program Performance Measures	<p><b>Primary Demand:</b> # plans and applications requested</p> <p><b>Primary Output:</b> # plans/applications provided/processed</p> <p><b>Primary Result:</b> # of plans/applications provided/processed that provided the necessary information for legal and informed decisions or for a submitting a complete application</p> <p><b>Efficiencies:</b>            \$\$\$ per plan/application provided/processed            \$\$\$ per plans/applications provided/processed that provided the necessary information for legal and informed decisions or for a submitting a complete application</p> <p><b>Secondary Demand(s):</b>            # Comprehensive Land Use and/or Development Policy Plans requested            # Land Use Applications requested            # Comprehensive Planning sessions needed            # Hours comprehensive planning needed            # Townships requesting consultation contracts            # Hours Planner Consultation on Site-Specific            # Rezoning (with RZC) cases requiring recommendation            # Subdivision cases requiring recommendation            # BZA cases requiring recommendation            # Annexation cases requiring recommendation</p>

	<p><b>Secondary Output(s):</b></p> <ul style="list-style-type: none"> <li># Comprehensive Land Use and/or Development Policy plans provided to townships, the private sector, community interest groups, and county boards</li> <li># Land Use Applications processed</li> <li># Comprehensive Planning sessions facilitated</li> <li># Hours Comprehensive Planning facilitated</li> <li># Townships that receive a consultation contract</li> <li># Rezoning (w/ RZC) cases recommendation presented</li> <li># Subdivision cases recommendation presented</li> <li># BZA cases recommendation presented</li> <li># Annexation cases recommendation presented</li> <li># hours reviewing applications</li> </ul> <p><b>Secondary Result(s):</b></p> <ul style="list-style-type: none"> <li># Comprehensive Land Use and/or Development Policy Plans provided comprehensive land use and/or Development Policy Plans provided to private sector, community interest groups, and county boards that provided the necessary information to make a legal and informed land use and/or development decision.</li> <li>95% of land use applicants processed where applicant reporting they had the information they needed to make a complete application for a rezoning and subdivision plats</li> <li># Rezoning (w/ RZC) cases recommendation provided</li> <li># Subdivision cases recommendation provided</li> <li># BZA cases recommendation provided</li> <li># Annexation cases recommendation provided</li> </ul>
Responsible Employee(s)	Tammy Noble, Lee Brown, Lucas Haire
Budget	\$

Line of Business	Planning & Enforcement
Program	Code Enforcement Program
Program Purpose Statement	The purpose of the Code Enforcement Program is to provide building inspections to developers and land owners so they can develop their property in compliance with building codes. It is also to provide zoning-related inspection services to residential developers and the general public so they can develop and maintain sites according to regulations.
Services that Comprise the Program	New construction building inspections, zoning permits, building permits, electrical permits, HVAC permits, building condemnations, court testimonies, preventative inspections, complaint-based inspections, New construction building inspections, zoning permits, building permits, electrical permits, HVAC permits, building condemnations, court testimonies, preventative inspections, complaint-based inspections.
Program Performance Measures	<p><b>Primary Demand:</b> # Building Inspections Requested and Zoning Complaints Received</p> <p><b>Primary Output:</b> # Building Inspections Completed and Zoning Complaints Inspected/Processed</p> <p><b>Primary Result:</b> # Building Inspections completed and Zoning Complaints/Inquiries Processed/Inspected in compliance of standards</p> <p><b>Efficiencies:</b>            \$\$\$ per building inspection completed/ zoning complaint/inquiry inspected/processed            \$\$\$ per building inspection completed/zoning complaint/inquiry inspected/processed in compliance of standards</p> <p><b>Secondary Demands:</b>            # Electrical Inspections requested            # Heating Inspections requested            # Building Plans submitted for review            # Zoning Complaints received            # Zoning Inquiries received</p> <p><b>Secondary Output:</b>            #Electrical Inspections completed            # Heating Inspections completed            # Building Plans reviewed            # Zoning Complaints inspected            # Zoning Inquiries processed</p> <p><b>Secondary Result:</b>            #Electrical Inspections completed in Compliance            # Heating Inspections completed in Compliance            # Building Plans Completed in Compliance</p>



	# Zoning Complaints Inspected within time standards # Zoning Inquiries Processed within time standard
Responsible Employee(s)	Jack Todd, Neil Fulton, Molly Mooney & Joe Bailey
Budget	\$

Line of Business	Geographic Information Systems
Program	Geographic Information Systems (GIS) Special Projects and Consultation Program
Program Purpose Statement	The purpose of the Geographic Information System (GIS) Special Projects Program is to provide GIS consultation and data analysis services to internal staff, local townships, and other public entities so they can make informed policy and planning recommendations and decisions.
Services that Comprise the Program	GIS promotional demonstrations (e.g., Townships & agencies), Customized GIS products (e.g., Townships & agencies), GIS maps, Technical support, and Internet-accessible GIS and GIS analysis
Program Performance Measures	<p><b>Primary Demand:</b> # GIS Maps &amp; Analysis requested</p> <p><b>Primary Output:</b> # GIS Maps and Analysis completed</p> <p><b>Primary Result:</b> # GIS Maps and Analysis completed that provide the necessary information to make informed policy and planning recommendations/decisions</p> <p><b>Efficiencies:</b>            \$\$\$ per GIS map and analysis completed            \$\$\$ per GIS map and analysis completed that provides the necessary information to make informed policy and planning recommendations/decisions</p> <p><b>Secondary Demands:</b>            # Website Hits Expected            # Website maintenance/translation requested</p> <p><b>Secondary Outputs:</b>            # Website hits            # Website maintenance/translation performed</p>
Responsible Employee(s)	Kusi Akuoko and Sukirti Ghosh
Budget	\$